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# The Largest Private Employers in Boston 2001

Boston Redevelopment Authority



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THOMAS M. MENINO, *MAYOR*  
CITY OF BOSTON

Boston Redevelopment Authority  
Mark Maloney, *Director*

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Michael Taylor, *Co-Vice Chairman*  
Christopher J. Supple, *Member*  
Harry R. Collings, *Secretary*

Prepared by  
Dominic Modicomore  
Gregory Perkins  
Mark Renehan  
Cathy Frye

Policy Development and Research  
Robert W. Consalvo, *Director*

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## **EXECUTIVE SUMMARY**

### **The Largest Private Employers in Boston: 2001**

Policy Development and Research Department

Boston Redevelopment Authority

May, 2001

Revised August, 2001

- This survey has identified 58 private sector companies in the City of Boston that employ 500 people or more.
- The three largest industries among these employers, in terms of number of jobs, are: Health Care, F.I.R.E. (finance, insurance, and real estate), and Higher Education.
- The 58 largest private employers in Boston account for 144,797 jobs or about 24% of the total private sector employment in the city.
- The Health Care industry, and hospitals in particular, employs far more people than any other sector in Boston.
- With 14,907 employees, Massachusetts General Hospital is Boston's largest private employer.
- A manufacturer and a publisher also make the list: Gillette and Houghton Mifflin, respectively.
- 28% of the employees at Boston's largest companies are also Boston residents.
- 56% of the employees at Boston's largest companies have at least a four-year college degree and another 31% have some college education.
- One in five jobs are part-time positions.
- The slight tendency for Boston residents to be employed more on a part-time basis when compared to non-residents disappears when companies which hire more part- than full-time workers are removed.
- Employers who did not respond to this survey could add an estimated ten companies and over 15,000 employees to this list.





## Largest Private Employers in the City of Boston

Employer	Employees	Employer	Employees
Massachusetts General Hospital	14,907	Faulkner Hospital	1,166
Fidelity Investments (FMR Corp.)	11,250	Stop & Shop Supermarkets	1,144
Beth Israel Deaconess Medical Center	8,568	WGBH	1,138
Brigham and Women's Hospital	8,421	New England Baptist Hospital	1,128
Boston University	8,297	Brown Brothers Harriman	1,063
Children's Hospital	5,116	Federal Reserve Bank of Boston	1,161
New England Medical Center	5,077	Boston Marriot Copley	957
John Hancock (Financial Ser. & Signature Ser.)	4,793	Arthur Anderson LLP	950
Boston Medical Center	4,650	Goodwin Procter	949
Harvard (Business and Medical Schools)	4,557	Houghton Mifflin	943
State Street Corp.	4,184	United Airlines	936
Boston College	3,882	Ropes and Gray	916
Northeastern University	3,751	Digitas Inc.	915
Gillette Company	3,566	Visiting Nurses Association	905
Nstar (formerly Boston Edison)	3,298	Deloitte & Touche LLP	905
St. Elizabeth's Medical Center	3,077	Boston Herald	856
Massachusetts Financial Services	2,511	Zurich Scudder Investments	850
New England Financial	2,060	Blue Cross/ Blue Shield	847
Dana Farber	1,996	Ernst & Young LLP	829
Delta Airlines	1,782	Suffolk University	807
Shaws	1,690	American Airlines	803
Thomson Financial Services	1,665	Pinkerton Security	794
Fleet Boston Financial	1,542	Sheraton Boston Hotel and Towers	700
Filene's	1,518	Keyspan (formerly Boston Gas)	689
Carney Hospital	1,494	Back Bay Restaurant Group	668
Putnam Investments	1,369	Mellon Financial Company	622
Liberty Mutual	1,305	The Westin Hotel	550
USAir	1,303	AT&T Broadband (formerly Cablevision)	520
Mass. Eye and Ear Infirmary	1,246		
Northwest Airlines	1,211	<b>Total</b>	<b>144,797</b>

Note: The following large Boston companies were surveyed but did not respond. UNNICO Services (2,850), Liberty Financial Cos. Inc. (2,050), Teradyne Inc. (1,800), Commercial Union Insurance (1,342), Citizens Bank (733), Pricewaterhouse Coopers LLP (2,458), Boston Consulting Group (1,720), The Boston Globe (2,250), Verizon (NA), Macy's (NA). Accompanying some is the number of employees as listed in the Boston Business Journal (except for the Boston Globe, which is taken from the 1997 report). The numbers shown, however, may not necessarily reflect employees in Boston alone.



## OVERVIEW

The Boston Redevelopment Authority (BRA) conducted a survey of Boston's largest employers during the latter half of the year 2000 and beginning of 2001. This survey is an update to a similar survey done in 1997 (report #509), which surveyed private sector companies with over 1,000 employees. This survey sought to identify:

- the largest private sector employers (over 500 employees),
- the number of employees working at their company sites within the city of Boston,
- the number of those employees residing in Boston, and
- the educational level of these Boston-based employees.

The survey identified 58 private sector companies that employ over 500 employees at sites located in Boston. (See Table 1.) Together, these 58 private sector employers provide 144,797 full- and part-time jobs - or almost one in every four persons working in the private sector in the city of Boston. The number of employees ranges from 14,907 employees at Massachusetts General Hospital (MGH) to 520 employees at AT&T Broadband. The industry sectors with the greatest number of large employers are Health Care, F.I.R.E. (finance, insurance and real estate), Higher Education, and Business and Professional services.

In addition to the 58 companies responding to the survey, we believe that there are at least ten more companies in the city of Boston with over 500 employees that did not respond to the survey. The non-responding companies with over 500 employees are shown at the bottom of Table 1, along with their number of employees as reported by the Boston Business Journal. The number for the Boston Globe is taken from the 1997 survey. Because these companies did not respond to the survey, they are not included in any of the other tables and analyses in this report.





**Table 1 - The Largest Private Employers in Boston** (ranked by number of employees)

Employer	Employees	Employer	Employees
Massachusetts General Hospital	14,907	Faulkner Hospital	1,166
Fidelity Investments (FMR Corp.)	11,250	Stop & Shop Supermarkets	1,144
Beth Israel Deaconess Medical Center	8,568	WGBH	1,138
Brigham and Women's Hospital	8,421	New England Baptist Hospital	1,128
Boston University	8,297	Brown Brothers Harriman	1,063
Children's Hospital	5,116	Federal Reserve Bank of Boston	1,161
New England Medical Center	5,077	Boston Marriot Copley	957
John Hancock (Financial Ser. & Signature Ser.)	4,793	Arthur Anderson LLP	950
Boston Medical Center	4,650	Goodwin Procter	949
Harvard (Business and Medical Schools)	4,557	Houghton Mifflin	943
State Street Corp.	4,184	United Airlines	936
Boston College	3,882	Ropes and Gray	916
Northeastern University	3,751	Digitas Inc.	915
Gillette Company	3,566	Visiting Nurses Association	905
Nstar (formerly Boston Edison)	3,298	Deloitte & Touche LLP	905
St. Elizabeth's Medical Center	3,077	Boston Herald	856
Massachusetts Financial Services	2,511	Zurich Scudder Investments	850
New England Financial	2,060	Blue Cross/ Blue Shield	847
Dana Farber	1,996	Ernst & Young LLP	829
Delta Airlines	1,782	Suffolk University	807
Shaws	1,690	American Airlines	803
Thomson Financial Services	1,665	Pinkerton Security	794
Fleet Boston Financial	1,542	Sheraton Boston Hotel and Towers	700
Filene's	1,518	Keyspan (formerly Boston Gas)	689
Carney Hospital	1,494	Back Bay Restaurant Group	668
Putnam Investments	1,369	Mellon Financial Company	622
Liberty Mutual	1,305	The Westin Hotel	550
USAir	1,303	AT&T Broadband (formerly Cablevision)	520
Mass. Eye and Ear Infirmary	1,246		
Northwest Airlines	1,211	<b>Total</b>	<b>144,797</b>

Note: The Following large Boston Companies were surveyed but did not respond. UNNICO Services (2,850), Liberty Financial Cos. Inc. (2,050), Teradyne Inc. (1,800), Commercial Union Insurance (1,342), Citizens Bank (733), Pricewaterhouse Coopers LLP (2,458), Boston Consulting Group (1,720), The Boston Globe (2,250), Verizon (NA), Macy's (NA). Accompanying some is the number of employees as listed in the Boston Business Journal (except for the Boston Globe, which is taken from the 1997 report). The numbers shown, however, may not necessarily reflect employees in Boston alone.

A significant number of the jobs at Boston's largest private companies are part-time. Fifty-one of the 58 employers reported both full-time and part-time positions. These employers accounted for a total of 137,321 employees (95% of the total), of which 27,563 – 20%, or one in five - is part-time. (See Table 2.)





Six companies have more part-time than full-time employees: Shaws

Supermarkets, Stop & Shop Supermarkets, the Back Bay Restaurant Group, the Visiting Nurses Association, Carney Hospital, and the Faulkner Hospital. An additional seven companies have workforces that are between 25% and 50% part-time: Brigham and Women's Hospital, Children's Hospital, Boston Medical Center, New England Medical Center, Northeastern University, Boston College, and St. Elizabeth's Medical Center.

**Table 2 -Full-Time and Part-Time Employment of the Largest Private Employers in Boston Ranked by Full-Time Employees** (Includes only the companies that reported both full-time and part-time employment)

Employer	Full-Time	Part-Time	Employer	Full-Time	Part-Time
Massachusetts General Hospital	11,568	3,339	WGBH	989	149
Fidelity Investments (FMR Corp.)	10,564	686	Mass. Ear and Eye Infirmary	967	279
Beth Israel Deaconess Medical Center	6,920	1,647	Boston Marriot Copley	957	0
Boston University	6,912	1,385	New England Baptist Hospital	920	208
Brigham and Women's Hospital	5,957	2,464	Arthur Anderson LLP	900	50
John Hancock (Financial Ser. & Signature Ser.)	4,067	726	Houghton Mifflin	895	48
State Street Corp.	3,971	213	Digitas Inc.	894	21
Harvard (Business and Medical Schools)	3,863	694	Deloitte & Touche	862	43
Gillette Company	3,413	83	Ropes and Gray	846	70
Children's Hospital	3,349	1,767	Goodwin Procter	829	120
Nstar (formerly Boston Edison)	3,256	42	Blue Cross/ Blue Shield	798	49
Boston Medical Center	3,200	1,450	Boston Herald	786	70
New England Medical Center	3,127	1,950	Ernst & Young LLP	783	46
Northeastern University	2,611	1,140	Suffolk University	732	75
Boston College	2,597	1,285	Sheraton Boston Hotel and Towers	700	0
Massachusetts Financial Services	2,454	57	Keyspan (formerly Boston Gas)	684	5
New England Financial	1,914	146	Carney Hospital	615	879
Dana Farber	1,780	216	Pinkerton Security	607	187
St. Elizabeth's Medical Center	1,687	1,390	Mellon Financial Company	603	19
Thomson Financial Services	1,600	65	The Westin Hotel	550	0
Fleet Boston Financial	1,435	107	Faulkner Hospital	538	628
Putnam Investments	1,346	23	Shaws	415	1,275
Liberty Mutual	1,242	63	Visiting Nurses Association	404	501
Filene's	1,181	337	Stop & Shop	277	867
Federal Reserve Bank of Boston	1,083	78	Back Bay Restaurant Group	53	615
Brown Brothers Harriman	1,057	6	<b>Total</b>	<b>109,758</b>	<b>27,563</b>

Note: The number of full-time and part-time employees for Beth Israel Deaconess Medical Center and Gillette Company do not add up to their total employment as shown in the Executive Summary and Table 1. This is due to errors made on the survey form. The numbers used in this report are the same as the numbers reported on the survey.



## THE LARGEST INDUSTRY SECTORS

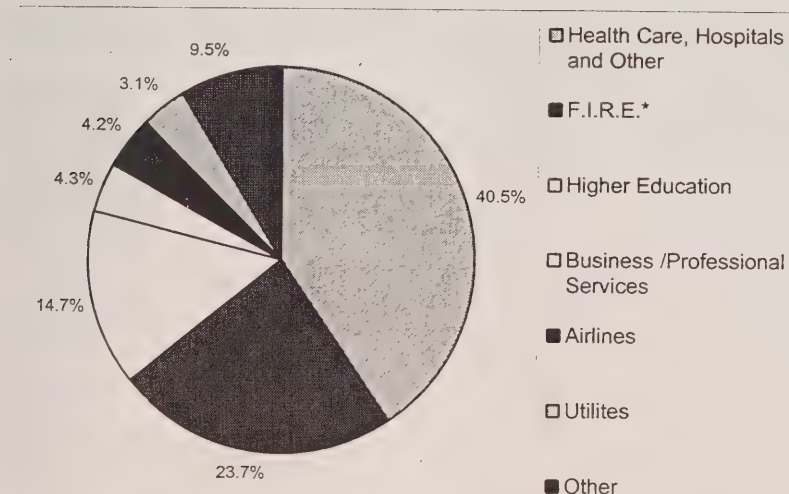
Health Care, Finance, Insurance, & Real Estate (F.I.R.E.), Higher Education, and Business and Professional Services are the dominant industry sectors within the city of Boston. Table 3 and Figure 1 below summarize the impact of those and other industries represented by Boston's largest employers.

**Table 3 - Industry Sectors Represented by Boston's Largest Employers**

Industry Sector	No. Employees by Industry	Percent of Total Jobs
Health Care, Hospitals and Other	58,598	40.5%
F.I.R.E.*	34,375	23.7%
Higher Education	21,294	14.7%
Business /Professional Services	6,258	4.3%
Airlines	6,035	4.2%
Utilities	4,507	3.1%
Other	13,730	9.5%
<b>Total (Largest Employers)</b>	<b>144,797</b>	<b>100%</b>

\*Finance, Insurance, and Real Estate

**Figure 1 - Percentage of Total Employment by Industry Sector for Boston's Largest Employers**







## HEALTH CARE

Twelve hospitals in Boston have over 1,000 employees each. In fact, Massachusetts General Hospital, with 14,907 employees, is the largest private employer in the city. The third and fourth largest employers in the city are also hospitals - Beth Israel Deaconess Medical Center with 8,568 employees and Brigham and Women's with 8,421 employees. Children's Hospital and New England Medical Center both have just over 5,000 employees each, ranking as the sixth and seventh largest employers in Boston. Boston Medical Center, St. Elizabeth's Medical Center, Dana Farber, Carney Hospital, Massachusetts Eye and Ear Infirmary, Faulkner Hospital, and New England Baptist Hospital complete the list of Boston's largest hospitals. The remaining health care providers (Visiting Nurses Association and Blue Cross/Blue Shield) add another 1,752 jobs. As a result, the Health Care sector is the dominant source of private sector employment providing nearly 59,000 jobs, with the three largest institutions (among the private sector companies in the Health Care sector) alone providing 54% of the jobs.

**Table 4 - The Importance of the Health Care Sector**

Employer	Health care Category	Total Employees	Full-Time Employees	Part-Time Employees
Massachusetts General Hospital	Hospital	14,907	11,568	3,339
Beth Israel Deaconess Medical Center	Hospital	8,568	6,920	1,647
Brigham and Women's Hospital	Hospital	8,421	5,957	2,464
Children's Hospital	Hospital	5,116	3,349	1,767
New England Medical Center	Hospital	5,077	3,127	1,950
Boston Medical Center	Hospital	4,650	3,200	1,450
St. Elizabeth's Medical Center	Hospital	3,077	1,687	1,390
Dana Farber	Hospital	1,996	1,780	216
Carney Hospital	Hospital	1,494	615	879
Mass. Eye and Ear Infirmary	Hospital	1,246	967	279
Faulkner Hospital	Hospital	1,166	538	628
New England Baptist Hospital	Hospital	1,128	920	208
Visiting Nurses Association	Other, Health Care	905	404	501
Blue Cross/ Blue Shield	Other, Health Care	847	798	49
<b>Total Health Care Employees</b>		<b>58,598</b>	<b>41,830</b>	<b>16,767</b>





## **FINANCE, INSURANCE, AND REAL ESTATE**

The Finance, Insurance, and Real Estate sector (F.I.R.E.) employs the second largest number of people among the largest employers in the city of Boston. As Table 5 shows, there are 13 companies with over 500 employees in the F.I.R.E. sector.

Financial service companies dominate the F.I.R.E. sector in Boston with nine having over 500 employees; the remainder of the sector is made up of two insurance companies and two banks.

Fidelity Investments (FMR Corp.), a financial services company, is Boston's second largest private employer with 11,250 employees, and by far the largest employer in the F.I.R.E. sector. John Hancock, State Street Corp., and Massachusetts Financial Services round out the four largest financial services companies.

Fleet Boston Financial and the Federal Reserve Bank are Boston's largest banks, both employing over 1,000 people. New England Financial and Liberty Mutual are the city's largest insurance companies, with over 2,000 and 1,000 employees, respectively. Together, Boston's largest financial service companies, insurance companies, and banks employ over 34,000 people. (Not shown below are three more companies in the F.I.R.E. sector estimated to have over 500 employees, which did not respond to the survey: Commercial Union Insurance, Liberty Financial Company, and Citizens Bank.)



**Table 5 – The Largest Finance, Insurance, and Real Estate Companies in Boston**

Employer	F.I.R.E. Category	Total Employees	Full-Time Employees	Part-Time Employees
Fidelity Investments (FMR Corp.)	Financial Services	11,250	10,564	686
John Hancock (Financial Ser. & Signature Ser.)	Financial Services	4,793	4,067	726
State Street Corp.	Financial Services	4,184	3,971	213
Massachusetts Financial Services	Financial Services	2,511	2,454	57
New England Financial	Insurance	2,060	1,914	146
Thompson Financial Services	Financial Services	1,665	1,600	65
Fleet Boston Financial	Bank	1,542	1,435	107
Putnam Investments	Financial Services	1,369	1,346	23
Liberty Mutual	Insurance	1,305	1,242	63
Federal Reserve Bank of Boston	Bank	1,161	1,083	78
Brown Brothers Harriman	Financial Services	1,063	1,057	6
Zurich Scudder Investments	Financial services	850	NA	NA
Mellon Financial Company	Financial services	622	603	19
<b>Total F.I.R.E. Employees</b>		<b>34,375</b>	<b>31,336</b>	<b>2,189</b>

Note: The following large Boston Companies in the F.I.R.E. sector were surveyed but did not respond. Liberty Financial Cos. (financial services – 2,050), Commercial Union Insurance (insurance – 1,342), and Citizens Bank (bank – 733). Shown also is the number of employees as listed in the Boston Business Journal. That number, however, may not reflect employees in Boston alone.

## HIGHER EDUCATION

Higher Education is the third largest private sector employer in the city. Five colleges and universities employ over 500 employees each in Boston, totaling 23,554 employees in the city. It should be noted that Boston College's total employment is included here, even though a portion of its campus is located outside the city of Boston. Boston University is the largest university in the city with a total of 8,297 employees. Ranking second is Harvard's schools of Business and Medicine, both located in Boston, and which together employ 4,557 people. Boston College and Northeastern University are also large institutions, employing over 3,700 and 3,800 employees, respectively. Of course, the large number of smaller colleges and universities in Boston and its periphery, add to the overall impact of the Higher Education sector on Boston's economy.





**Table 6 - The Largest Private Institutions of Higher Education in Boston**

<b>Employer</b>	<b>Higher Education Category</b>	<b>Total Employees</b>	<b>Full-Time Employees</b>	<b>Part-Time Employees</b>
Boston University	University	8,297	6,912	1,385
Harvard (Business and Medical Schools)	University	4,557	3,863	694
Boston College	College	3,882	2,597	1,285
Northeastern University	University	3,751	2,611	1,140
Suffolk University	University	807	732	75
<b>Total Higher Education Employees</b>		<b>21,294</b>	<b>16,715</b>	<b>4,579</b>

## **PROFESSIONAL AND BUSINESS SERVICES**

The Professional and Business Services sector is another very large employment component of the Boston economy. As Table 7 shows, seven of these companies employ over 500 employees for a total of 6,258 employees. This sector includes five professional service companies (two law firms and three accounting/auditing firms) and two business service companies. The two large law firms, Goodwin Procter and Ropes and Gray, have over 900 employees each. The accounting/auditing firms - Arthur Anderson, Deloitte & Touche, and Ernst & Young - have 950, 905, and 829 employees, respectively. Concluding this industry sector are two large business services firms, Digitas, Inc. and Pinkerton Security, with 915 and 794 employees, respectively. (Not shown below are three more companies in the Professional and Business Services sector with over 500 employees, which did not respond to the survey: UNNICO Service, Pricewaterhouse Coopers, LLP, and Boston Consulting Group. According to the Boston Business Journal, these three companies, when combined, employ an additional 7,028 people in the business and professional services sector, more than doubling the total number of employees of large employers in that sector.)



**Table 7 – The Largest Business and Professional Services Companies in Boston**

<b>Employer</b>	<b>Business &amp; Professional Services Category</b>	<b>Total Employees</b>	<b>Full-Time Employees</b>	<b>Part-Time Employees</b>
Arthur Anderson LLP	Accounting, Auditing	950	900	50
Goodwin Procter	Legal Services	949	829	120
Ropes and Grey	Legal Services	916	846	70
Digitas Inc.	Business Services	915	894	21
Deloitte & Touche	Accounting, Auditing	905	862	43
Ernst & Young LLP	Accounting, Auditing	829	783	46
Pinkerton Security	Business Services	794	607	187
<b>Total Business / Professional Service Employees</b>		<b>6,258</b>	<b>5,721</b>	<b>537</b>

Note: The following large Boston Companies in the Business and Professional Services sector were surveyed but did not respond. UNNICO Services (business services – 2,850), Pricewaterhouse Coopers LLP (accounting, auditing – 2,458), and Boston Consulting Group (management services – 1,720). Also shown are the numbers of employees as listed in the Boston Business Journal. That number, however, may not reflect employees in Boston alone.

## **OTHER LARGE EMPLOYERS**

Eight other industry sectors are represented by companies with more than 500 employees. The airline sector has 5 airlines, operating out of Logan International Airport, that each employ over 500 people. The five airlines, in total employing just over 6,000 people, are led by Delta Airlines, with 1,782 employees. The retail sector includes one department store, Filene's (Macy's is believed to have over 500 employees but refused to respond to the survey), and two large grocery store chains, Shaw's and Stop and Shop. Shaw's Supermarkets, which has recently purchased the Star Market chain, is the largest retail employer in the city with 1,690 employees.

The hotel sector includes three large hotels located in Boston's Back Bay area: the Boston Marriot Copley, the Sheraton Boston Hotel and Towers, and the Westin Hotel. The Boston Marriot Copley is the largest hotel with 957 employees.

In addition, two large manufacturers also made the list: Gillette Company, and a publisher of books, Houghton Mifflin. Gillette is by far the largest manufacturer in Boston, with 3,566 employees (another manufacturer located in Boston, Teradyne, Inc. did not respond to the survey, but has 1,800 employees according to the Boston Business Journal).





The utilities sector is also a large employer in Boston, with four companies in the city employing a total of 5,645 employees (in addition, Verizon is also believed to employ over 500 people in Boston but did not respond to the survey). The largest of the utility companies is Nstar (the former Boston Edison), an electricity provider with nearly 3,300 employees in Boston.

One newspaper, the Boston Herald, made the large employer list with 856 employees (the Boston Globe, which did not respond to the survey, showed employment of 2,250 people in the 1997 report.) Finally, there is one food service company in Boston with over 500 employees, the Back Bay Restaurant Group, which owns numerous restaurants in the city and employs a total 668 people, most of which are part-time.

**Table 8 – Other Large Private Sector Employers in Boston**

<b>Employer</b>	<b>Sector Category</b>	<b>Total Employees</b>	<b>Full-Time Employees</b>	<b>Part-Time Employees</b>
American Airlines	Airline	803	NA	NA
Delta Airlines	Airline	1,782	NA	NA
USAir	Airline	1,303	NA	NA
United Airlines	Airline	936	NA	NA
Northwest Airlines	Airline	1211	NA	NA
Back Bay Restaurant Group	Food Service	668	53	615
Boston Marriot Copley	Hotel	957	957	0
Sheraton Boston Hotel and Towers	Hotel	700	700	0
The Westin Hotel	Hotel	550	550	0
Gillette Company	Manufacturing	3,566	3,413	83
Houghton Mifflin	Manufacturing	943	895	48
Boston Herald	Newspaper	856	786	70
Filene's	Retail, Clothing	1,518	1,181	337
Shaw's	Retail, Grocery	1,690	415	1,275
Stop & Shop	Retail, Grocery	1,144	277	867
AT&T Broadband	Utilities	520	NA	NA
Keyspan (Boston Gas)	Utilities	689	684	5
Nstar (Boston Edison)	Utilities	3,298	3,256	42
WGBH	Utilities	1,138	989	149
<b>Total Employees from other large employers</b>		<b>24,272</b>	<b>14,156</b>	<b>3,491</b>

Note: The following other large Boston Companies were surveyed but did not respond. The Boston Globe (newspaper – 2,250), Teradyne (manufacturing – 1,800), Verizon (utilities - NA), and Macy's (retail, clothing – NA). Also shown are the number of employees as listed in the Boston Business Journal (except for The Boston Globe, which is taken the 1997 report). That number, however, may not reflect employees in Boston alone.



## EMPLOYMENT OF BOSTON RESIDENTS BY LARGE EMPLOYERS

Table 9 shows the listing of the largest employers that reported residency of their employees. Forty-five (78%) of the 58 companies responding provided data on how many of their employees were residents of Boston's 16 neighborhoods. These companies accounted for 127,288 jobs or 88% of the total surveyed.

**Table 9 – Boston Residents Employed by Boston's Largest Employers – Ranked by Percent of Boston Residents** (includes only the employers that reported residency of their employees)

Employer	Total Empl.	Boston Res. No.	Boston Res. %	Employer	Total Empl.	Boston Res. No.	Boston Res. %
Back Bay Restaurant Group	668	586	88%	New England Financial	2,060	519	25%
Shaw's	1,690	1,364	81%	Massachusetts Financial Services	2,511	626	25%
Pinkerton Security	794	522	66%	Federal Reserve Bank of Boston	1,161	282	24%
Boston Marriot Copley	957	461	48%	Arthur Anderson LLP	950	230	24%
Visiting Nurses Association	905	417	46%	Deloitte & Touche	905	218	24%
Mellon Financial Company	622	274	44%	Putnam Investments	1,369	325	24%
Brigham and Women's Hospital	8,421	3,524	42%	Brown Brothers Harriman	1,063	249	23%
Faulkner Hospital	1,166	461	40%	Suffolk University	807	185	23%
New England Baptist Hospital	1,128	432	38%	Northeastern University	3,751	854	23%
Children's Hospital	5,116	1,870	37%	Boston College	3,882	863	22%
St. Elizabeth's Medical Center	3,077	1,100	36%	State Street Corp.	4,184	905	22%
Carney Hospital	1,494	498	33%	Gillette Company	3,566	755	21%
Mass. Eye and Ear Infirmary	1,246	411	33%	Thomson Financial Services	1,665	343	21%
Beth Israel Deaconess Medical Center	8,568	2,782	32%	Ernst & Young LLP	829	166	20%
New England Medical Center	5,077	1,642	32%	Ropes and Gray	916	174	19%
Dana Farber	1,996	639	32%	Goodwin Procter	949	179	19%
Digitas, Inc.	915	286	31%	WGBH	1,138	208	18%
<b>AVERAGE</b>			<b>28%</b>	Fidelity Investments (FMR Corp.)	11,250	2,035	18%
Massachusetts General Hospital	14,907	4,096	27%	Blue Cross/ Blue Shield	847	151	18%
Houghton Mifflin	943	247	26%	Liberty Mutual	1,305	216	17%
Boston Herald	856	220	26%	Nstar (Boston Edison)	3,298	393	12%
Boston University	8,297	2,131	26%	Keyspan (Boston Gas)	689	44	6%
John Hancock (Fin. Ser. & Sig. Ser.)	4,793	1,226	26%				
Harvard (Bus. And Med. Schools)	4557	1,156	25%	<b>Total</b>	<b>127,288</b>	<b>36,265</b>	<b>28%</b>

On average, 28% of the employees of the largest private firms are also Boston residents. This percentage ranged from a high of 88% for the Back Bay Restaurant Group to a low of 6% reported by Keyspan.





In general, hospitals and other health care institutions have above average resident percentages. Of those reporting resident percentages, Massachusetts General Hospital was the only hospital below average (slightly) with 27% of its workers being Boston residents. Given its large size, Massachusetts General Hospital employs more Boston residents (4,096) than any private sector employer. Brigham and Woman's Hospital has the greatest proportion of Boston residents as employees among all the hospitals, 42%, translating to 3,524 employees.

Shaw's Supermarkets reports that 81% of their employees at Boston locations are also Boston residents, the second highest proportion. Pinkerton Security, the Boston Marriot Copley, the Visiting Nurses Association, Mellon Financial Company, and Faulkner Hospital also draw upon Boston residents for over 40% of their employees.

The companies with the lowest proportion of employees who are Boston residents are primarily in the Utilities sector and the F.I.R.E. and Professional Services sectors.

## **RESIDENCY AND FULL-TIME OR PART-TIME EMPLOYMENT**

Forty-four employers (76% of all those responding) provided information on both the employees' residency in Boston and full- or part-time employment. The results (Table 10) show that this sub-population of the largest employers represents 124,813 jobs or 86% of the total reported by all 58 companies.

**Table 10 – Nature of Employment in Companies Reporting Boston Residency**

<b>Employment</b>	<b>Number of Boston Residents</b>	<b>Number of Non-Boston Residents</b>	<b>Total</b>
Full-Time	27,706	73,618	101,324
Part-Time	7,090	16,399	23,489
<b>Total</b>	<b>36,265</b>	<b>90,017</b>	<b>124,813</b>



This sub-set of data is quite similar to the complete set of full-time and part-time employment data shown earlier in Table 2, with about 19% of these employees working part time. There is, however, a very slight tendency for Boston residents to be employed more on a part-time basis when compared to non-residents. As shown in Table 11, Boston residents constituted 30% of the part-time employees in these largest companies, whereas they made up 27% of the full-time employees. On the other hand, non-residents made up only 70% of the part-time workers but 73% of the full-time employees.

**Table 11 – Relationship Between Residency and Full-Time or Part-Time Employment**

<b>Employment</b>	<b>Boston Residents (% of Employment)</b>	<b>Non-Boston Residents (% of Employment)</b>	<b>Total</b>
Full-Time	27%	73%	100
Part-Time	30%	70%	100

The difference is very small and can be explained by the high proportion of total employees that are part-time in a few companies that employ a great proportion of city residents as their employees, namely Shaw's Supermarkets and the Back Bay Restaurant Group.

## **EDUCATIONAL ATTAINMENT OF LARGEST EMPLOYERS' WORKFORCE**

Only 30 (52%) of the 58 largest employers responded to the question concerning the educational levels of their employees in Boston, and many of those responses were estimates. Based upon these responses, on average, roughly 86% of the employees at Boston's largest companies have some level of college education -- 35% have a college degree, 21% have an additional post-graduate, professional, or doctoral degree, and another 31% of the employees have some college experience. Just over 11% of the



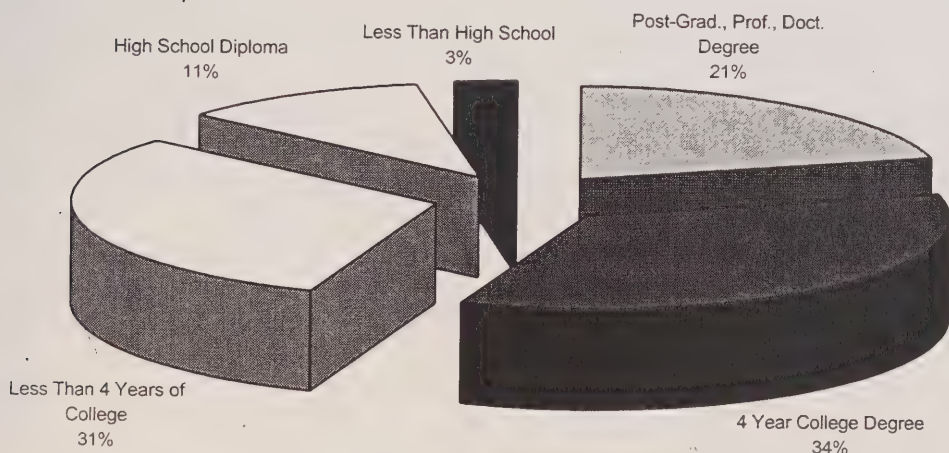


Boston based employees have only attained a high school diploma and only 2.7% have less than a high school education. (See Table 12 and Figure 2.)

**Table 12 – Educational Level of Employees in Boston’s Largest Companies**  
(includes only the companies that reported education levels of their employees)

Education Level	No. of Employees	Percent of Employees
Post-Graduate, Professional, or Doctoral Degree	19,551	20.8%
4 Year College Degree	32,609	34.7%
Less Than 4 Years of College	28,683	30.5%
High School Diploma	10,590	11.3%
Less Than High School	2,539	2.7%
<b>Total Employees</b>	<b>93,972</b>	<b>100.0%</b>

**Figure 2 - Educational Level of Employees in Boston's Largest Companies**  
(includes only the companies that reported the education level of their employees)



The companies with the highest percentage of employees with less than a high school diploma are the Back Bay Restaurant Group and Carney Hospital, both at 10% of their total employees. A few other hospitals, namely New England Baptist Hospital and New England Medical Center, also employ a higher than average number of people with less than a high school education, 7% and 5%, respectively.



The companies with the greatest percentage of employees with 4-year college degrees are clustered in the Professional Services and Financial Service sectors.

Mellon Financial Company leads this category with 80% of its Boston based employees having at least a 4-year college education.

Universities and hospitals employ the largest percentage of people with post-graduate, professional or doctoral degrees, because of the large number of medical professionals required by these institutions.





## APPENDIX

### SURVEY DESIGN AND QUESTIONNAIRE

Drawing upon such resources as previous BRA large employer surveys, Dun and Bradstreet, and the Boston Business Journal, a list of Boston's largest private companies was compiled. Beginning in the summer of 2000, a one-page questionnaire was then mailed to these companies believed to have close to, or in excess of, 500 Boston-based employees. To assist companies in the sorting and identification of appropriate data, a map of Boston zip code areas and a list of all zip codes for Boston's downtown and neighborhoods were included in the mailing. After extensive follow-up by mail, telephone, and fax 85% of the companies responded. Fifty-eight of the questionnaires came from companies employing more than 500 workers within the city of Boston.

Of the 58 companies identified with more than 500 employees:

- 51 employers (88%) responded to the question about full- or part-time employment. These employers accounted for 137,321 employees or 95% of the total 144,797 reported by all 58 companies.
- 45 employers (78%) responded to the question concerning residency of their employees. These firms employed 127,288 or 88% of the total employment.
- 44 employers (76%) provided information on both the employees' residency in Boston and full- or part-time employment. This sub-population of the largest employers represents 124,813 jobs or 86% of the total reported by all 58 companies.
- Only 30 (52%) of the 58 largest employers, accounting for 93,972 or 65% of the total employees, responded to the question concerning the educational levels of their employees in Boston.

A copy of the questionnaire follows.



## SURVEY OF BOSTON'S LARGE EMPLOYERS - 2000

Please complete the questionnaire and mail your response in the reply envelope by August 25, 2000.

1. **What are the numbers of full-time and part-time employees of your company as of July 2000 who were working at a location within the City of Boston, including any of its sixteen neighborhoods.** These numbers should also include itinerant workers such as salespersons or agents that may not physically work in Boston on a daily basis but are based in Boston or its neighborhoods. (Please see the attached list of neighborhoods in Boston for reference.)

	<u>July 2000</u>	<u>Our current records show</u>
Full-time employees	_____	_____
Part-time Employees	_____	_____
Total	_____	_____

2. **What is the number of workers from the above total who also live in Boston or its neighborhoods?** (A list of ZIP Codes in Boston is attached for help in locating Boston residents.) Use your best estimate if exact data are not available.

	<u>July 2000</u>	<u>Our Current Records show</u>
Full-time employees who are Boston residents	_____	_____
Part-time employees who are Boston residents	_____	_____
Total number of employees who are Boston residents	_____	_____

(Please check here if this is an estimate: \_\_\_\_\_)

3. **What are the educational levels of your employees in Boston?** Please indicate the percentage of your total workforce in Boston that falls in the categories listed below. (Use your best estimate if exact data are not available.)

	<u>July 2000</u>	<u>Our Current Records show</u>
Less than a high school education	_____	_____
High school graduate	_____	_____
Associates degree/some college (less than 4 yrs.)	_____	_____
4-year college degree	_____	_____
Post-graduate, professional, or doctoral degree	_____	_____
Total	<u>100%</u>	_____

(Please check here if this is an estimate: \_\_\_\_\_)

Thank you for your assistance. This information is most helpful to the BRA in carrying out its economic development and planning mission. Please mail your response in the reply envelope by August 25, 2000.







